

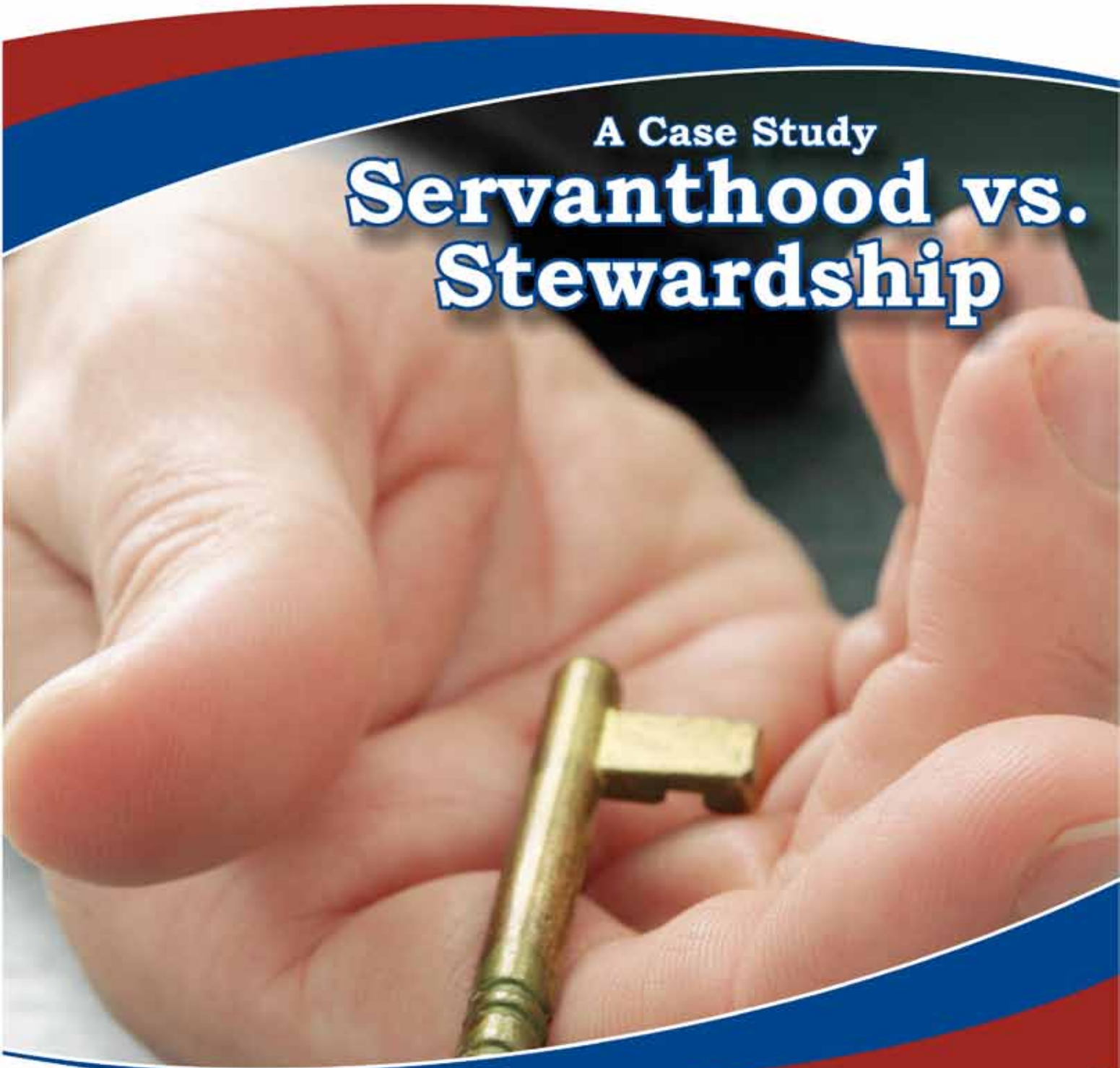


BUSINESS & EXECUTIVE
ROUNDTABLE GROUPS

A LIFE & BUSINESS CHANGING EXPERIENCE™

A Case Study

Servanthood vs. Stewardship



- Part 1 Curriculum Discussion (60 minutes)
- Part 2 Open Roundtable Discussion (60 minutes)
- Part 3 Goal Setting & Accountability (45 minutes)

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A Case Study

Making Biblically Based Decisions - A Tough Personnel Decision

Last month in our Truth@Work segment, we took a look at how to balance the issues of Servanthood vs. Stewardship.

As a short summary, the following definitions were offered:

Servanthood - placing the needs/desires of an individual above your own or that of your company/organization.

Stewardship - taking into account the “bigger picture,” that sometimes you must make a difficult decision that has negative consequences for an individual or group, in order to maximize what is best for the larger group (company) as a whole. We discussed that as Christian business owners, we must always consider these two issues when faced with difficult decisions, particularly when one or more of the potential options have apparent negative impact on an individual or group of people.

We also learned that at times you **MUST** decide one or the other- and the larger your organization becomes, the more in time you must lean toward the side of stewardship. As the organization grows, policies and procedures must be put in place to govern the behavior and outcomes of your personnel, whereas when you are real small, you can decide things on a case by case basis.

In light of this summary of Servanthood vs. Stewardship, review the following Case Study. As you read it, continually ask yourself “Is this how I would handle this situation?”

Take the time to read and reflect upon the questions at the end of the Case Study, and read the Bible verses at the end.

Also write down some other Bible verses you feel would apply to this situation, and be prepared for discussion in your Truth@Work Roundtable Group meeting.

CASE STUDY

You have been in business 7 years. Your company Genesis Group offers business coaching and strategic planning services to small to medium sized companies.

You have a reputation of being a company that operates on biblical principles. You are grateful that every one of your seven employees are born-again followers of Jesus Christ.

Your office environment is one that is fast-paced and ever-changing. It is truly the type of environment where it is critical that each person make significant contribution to helping the company hit its objectives.

Due to the entrepreneurial nature of your business, it is critical that every employee find new business and effectively service it. One of your employees, Willie B. Aroundlong, has been with your company for nearly two years.

Prior to joining your team, Willie had been in business for himself as an independent consultant. He had one major client that he had serviced for four years. When you hired him, you were pleased with the fact that because of the revenue from this one client, Willie was actually not going to “cost you anything” in terms of his salary, expenses, insurance, etc. So you felt your risk was low in bringing him aboard your staff.

Your hope was that with the other members of the team surrounding Willie, and with the nature of your organization, that Willie could not only continue to serve his one major client, but that he could add several new clients and thus help your company grow.

When you hired Willie, you explained to him that one of the unique aspects of your company was that every person on your team operated as if they themselves owned the business. They each take personal responsibility for bringing new business to the company, and that it would be critical for him to not only service his current client, but add new business as well.

Willie was excited about joining your team. He indicated that having other teammates around would help motivate him to new levels of success and accountability. And from an administrative standpoint, he was excited to join a larger firm, because he could enjoy an enhanced health and medical benefits program for him and his family.

From the beginning of his employment with you, Willie has struggled to find his stride within your organization.

Everyone on your team likes him personally, but on a professional level, Willie has not been able to make a significant contribution in helping your company hit its growth and development targets. He has been able to maintain the large client that he always had, he just has not been able to add new business.

Within six months of Willie joining your team, you were convinced that he just simply was not going to be successful at doing what you hired him to do—bring new clients to your firm, and service them.

Because of your admiration for Willie, and perhaps against your better judgment, you began searching for other ways he could bring value to your organization. You met with him on several occasions to seek out alternative projects and initiatives for him to focus on, hoping that you and Willie could together find something that was a fit for him, and that would also help your company grow.

At the end of each of these meetings with Willie, he would assure you that the new opportunity you were presenting him “was a fit” for him, and now he would really get things going and make a strong contribution to the team. And each time, while you really hoped that were true, something deep inside you told you that nothing would really change.

You would tell yourself that since Willie was not really “costing us anything,” that you could afford giving him another chance to find his place on your team.

After several failed attempts of creating opportunities for Willie, you came to the conclusion that you just could not find a fit for him in your company. While it is true that his client continued to cover the cost of having Willie on your staff, he was not helping your organization grow.

So two months ago, the two of you sat down for a real “heart to heart” talk. The meeting went very well. By the end of the meeting both you and Willie came to the conclusion that it was best for both he and the company that he leave your firm, and went back out on his own. You both agreed he would take his one client with him.

Because you really wanted to make this a favorable transition and treat Willie in a Christ-like way, you and Willie determined that the termination of employment would take effect 30 days after the meeting. It was determined that this time frame would give Willie the time he would need to find office space, establish his own medical benefits program, etc.

So now the outline of the plan is set, and the two of you feel you are on common ground. The last piece of the puzzle is for Willie to meet with the company that provides your HR services to work through his transition plan, including establishing his own benefits package, etc. You leave it in his hands to make his transition effective at the end of 30 days.

However, due to a vacation and a couple business trips, at the end of the 30 day period, Willie has not completed establishing an office and his benefits package. So, in order to help Willie and give him a little more time, you decide to extend the termination plan another 30 days. You notify Willie to that effect.

In your mind, the deal is done. In about three weeks, Willie will be out on his own, and you are set to move forward. You notify your HR person to terminate Willie’s employment with you at the end of the month.

This is the point where things get interesting.

Willie comes to you with some bad news. He tells you that a few weeks ago he learned from his doctor that he needs surgery. It is going to cost nearly \$15,000 to correct his problem. Willie asks you to make a change in the transition plan. He asks you to keep him on your payroll a couple more months because he needs to be covered under your insurance program. If he is forced to go out on his own, he will have to purchase a new health benefits package and he will only be able to afford a “high-deductible” medical insurance plan.

If he has a brand new policy, it means that he will be starting all over with a new deductible. He indicates he cannot afford several thousand dollars in medical bills right now.

He asks you as a Christian brother to have compassion in his situation. He expresses how grateful he would be if you could leave him on your payroll until he has recovered from surgery. You tell him you need a few days to contemplate the situation, to pray, and to seek counsel on what to do.

Over the next couple days, one of the conversations you have is with your insurance provider. She indicates to you that one of the complications of the situation is that if you allow Willie to stay on the insurance plan, the \$15,000 claim will go against your company, and long after Willie is gone from your staff, your company will be paying for the claim in subsequent years in increased insurance premiums.

As a Christian you want to help Willie, a brother you genuinely like and care for. And yet, you must do what is right and best for your company.

WHAT SHOULD YOU DO?

- Have you ever had a situation where you had an employee that you needed to terminate, but extenuating circumstances made the decision difficult?
- In the case of hiring Willie and having him on your staff, where were the mistakes made?
- In this case study, was Willie in fact “not costing you anything?”
- At what point should Willie have been terminated?
- Are there any circumstances that could cause you to keep someone as an employee even if they are not contributing to your company’s goals?
- As a Christian, what should you do now that Willie has come to you with his medical situation and pending expenses?

Presenting and Discussing Open Roundtable Issues In Your Truth@Work Meetings

KEYS TO EFFECTIVELY PRESENTING YOUR ISSUE

The following is a guide to effectively presenting your roundtable issue to your group - and for focused dialogue/ discussion and problem resolution by the group.

Get To The Issue QUICKLY	<i>Be concise. In 1-2 sentences, get to the heart of the issue. Is it a concern, challenge, opportunity, or recurring issue becoming more troublesome?</i>
Tell why this is IMPORTANT to you	<i>What's at stake? How does this affect dollars, income, people, products, services, customers, family, timing, the future, or other relevant factors? What is the future impact if this goes unresolved?</i>
Describe the IDEAL OUTCOME	<i>What specific results do I want?</i>
Share IMPORTANT INFORMATION & DETAILS your group needs to help you address the problem/issues	<i>Summarize with bulleted points: How, when, why & where did the issue start? Who are the key players? What are the forces at work? What is the issue's current status?</i>
Outline your STRATEGY to this point	<i>What have I done so far? What options are you considering?</i>
Describe EXACTLY what you need from the group?	<i>What result do I want from the group? For example, alternative solutions, confidence regarding the right decision, identification of consequences, where to find information critique of the current plan.</i>

Using the above process as your guide:

1. Whenever possible, provide a written outline of your issue to the group prior to the roundtable meeting.
2. After presenting the issue, allow plenty of time for qualifying and clarifying questions. (Do not short cut this step).
3. Make sure that the group does not try to offer solutions until your problem/issue has been fully vetted.
4. Once all roundtable members are satisfied that the real issue has been identified and all relevant information has been provided, invite the group to begin offering their ideas for solutions or next steps in addressing your issue.
5. Allow for “open” and “free-flowing” discussion, brain-storming, and thoughts around your issue.
6. Do not allow any of the roundtable members to sit quietly and idly- invite them all into the discussion.
7. Wrap up by asking everyone to formulate a one-sentence “laser” comment, thought, or recommendation (15 seconds or less).
8. During this step- you are not to respond to any of the “laser” statements- you are to only write them down for consideration.
9. Make sure every roundtable members presents his or her recommendation.
10. Share your key “take-a-way(s)” from the discussion.
11. Close the discussion by telling your group what commitments or action steps you commit to as a result of the discussion.
12. Follow up! At next month’s meeting, share an update with your group.

Discussion Notes

Below are some questions to pose to your small group. Please take advantage of this time to encourage, challenge, advise, and “love one another.”

My roundtable issue for the group is...

- 1. Professional/Business
- 2. Personal
- 3. Spiritual

On a Scale of 1 to 10 rate the urgency of this issue: <input type="text"/>
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My problem/challenge/opportunity is: _____

Do you have any thoughts on how I can?: _____

Do you have any insights on what the Bible has to say about my issue _____

Notes, Comments, Thoughts, and/or Action Steps _____



Goal Setting /Planning & E-countability®

Schedule time to complete the following items in the “eCountability®” area of the Christian Roundtable Group Portal:

- Life Wheel Assessment
- Establish a minimum of 1 Personal-1 Business-1 Spiritual Goal/Commitment to be completed prior to your next Roundtable Group Meeting
- For your Business Goal(s)-establish the dollar value to your Business/Organization if the goal is completed
- When goals are completed, go back into system and enter completion date
- Review/Update progress of your “Annual BHAGs”
- Create and/or Review items in The Dashboard area
- Establish Your “E-countability®” Partner

Monthly Christian Roundtable Group Meeting Preparation

For the Next Christian Roundtable Group Meeting Prepare a Roundtable Discussion Issue for your Group

- Completed Member Monthly Meeting Checklist (On Member Home Page Of Portal)
- Watched Curriculum Videos and Completed Homework
- Completed E-countability® Items:
 - Completed Life Wheel Assessment
 - Entered and Completed Goals (at least 1 Personal-1 Business-1 Spiritual)
 - Assigned E-countability Partner
 - Completed My Dashboard Items

- Reviewed Featured Member Presentation (4 Hour Meeting Format Only)

